



# MASSACHUSETTS

## OFFICE OF BUSINESS DEVELOPMENT

1997 ANNUAL REPORT



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*"We've come  
a long way in  
the past seven  
years, and we  
keep looking  
forward to the  
future."*

Fiscal Year 1997 was a successful year for the Massachusetts economy, reflecting the current Administration's ongoing commitment to economic development.

Last August, a Mutual Fund Tax Cut was signed into law. This new legislation provides tax incentives to the mutual fund industry in exchange for the industry's commitment to hire 11,000 new employees over the next five years. Massachusetts currently holds 23% of all mutual fund assets in the country and directly employs over 44,000 workers in that sector. This tax cut will create new jobs and ensure that Massachusetts remains the leader of the nation's mutual fund industry.

The Administration and state Legislature's hard work and tireless dedication to improving the Commonwealth's business climate paid off in the form of several notable milestones. Business confidence reached new record highs in Fiscal Year 1997, and consumer confidence was up significantly from last year. In addition, Massachusetts lived up to its reputation as "The Venture Capital," ranking first in the country in venture capital investment per worker. According to this past year's *Development Report Card for the States*, Massachusetts has the highest development capacity of the large industrial states and the best technology-related resources and workers in the nation.

The driving force behind this success is the Massachusetts Office of Business Development (MOBD). Continuing its mission to create new jobs and facilitate business growth in Massachusetts, MOBD assisted close to 300 companies in Fiscal Year 1997 alone. The professional team at MOBD provides a full range of business services to companies large and small, at the local, national, and international level. Whether you are an individual, planning on starting a business in the Bay State, or a Fortune 500 company thinking of relocating, I encourage you take advantage of MOBD's experienced staff and invaluable resources.

I look forward to an even more successful year for the Commonwealth's economy in Fiscal Year 1998. Together, we will strive to promote economic growth and make Massachusetts the most business-friendly state in the nation.

Sincerely,

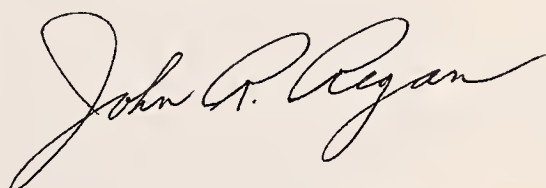
David A. Tibbetts  
Director of Economic Development

In 1987, the Massachusetts Office of Business Development (MOBD) was established to promote growth in all sectors of the Commonwealth's economy. For over ten years, MOBD has helped thousands of companies with one goal in mind: the creation and retention of jobs in the Bay State. Fiscal Year 1997 was no exception. MOBD assisted in the creation of 14,299 new jobs and helped to ensure that another 19,059 jobs remain in Massachusetts.

With five regional business centers and additional satellite operations across the state, MOBD continues to provide personal, "hands-on" service to businesses throughout Massachusetts. MOBD is at the center of a vast network of public, quasi-public, and private organizations working together to promote economic growth in the Commonwealth.

I would like to thank the entire MOBD staff for their relentless dedication and hard work over the past year. We expect to serve the Massachusetts business community in even greater numbers in Fiscal Year 1998 and hope you will call upon the Massachusetts Office of Business Development for all of your future business needs.

Sincerely,



John R. Regan, Executive Director  
Massachusetts Office of Business Development



***“MOBD’s  
success  
continued in  
fiscal year  
1997. We met  
or exceeded  
each of our  
goals.”***

Established in 1987, the Massachusetts Office of Business Development (MOBD) has a broad mandate to promote job creation and economic development and to expand all sectors of the state's economy by capitalizing on the technical, industrial, educational, manufacturing, cultural and geographic advantages of the Commonwealth.

At MOBD, businesses will find a team of economic development specialists committed to responding individually to their needs. MOBD provides a full and effective range of business services to Massachusetts companies and serves as the single contact for all companies interested in expanding or locating in the Commonwealth.

MOBD's five regional business centers and satellite operations provide a full array of services which include:

- ❖ Professional responses to all business inquiries;
- ❖ Facilitation of the regulatory, permitting and licensing processes;
- ❖ Accessibility to federal, state, local and private financial resources;
- ❖ General information on starting a business in the Commonwealth;
- ❖ Identification of training and recruitment resources;
- ❖ Site selection service;
- ❖ Focused industry and geographic specialization; and
- ❖ One-stop environmental permitting.

MOBD is also the agency principally responsible for the Economic Development Incentive Program (EDIP). The EDIP was designed to stimulate job creation and investment in distressed areas, attract new business, encourage existing businesses to expand and to increase overall economic development readiness.

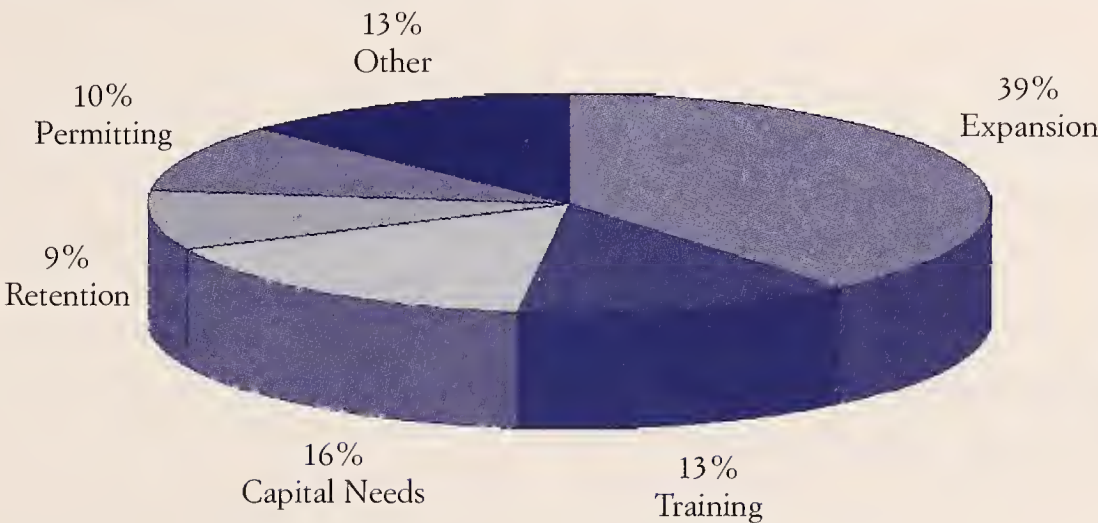
MOBD is committed to helping businesses succeed in Massachusetts. In Fiscal Year 1997 alone, MOBD assisted in creating 14,299 jobs and retaining another 19,059 for the Commonwealth of Massachusetts.



MOBD strives to operate like our business community clients in a professional, efficient and customer-oriented manner. We know that we will be successful in achieving our mission if we perform like our clients have to in a competitive global marketplace.

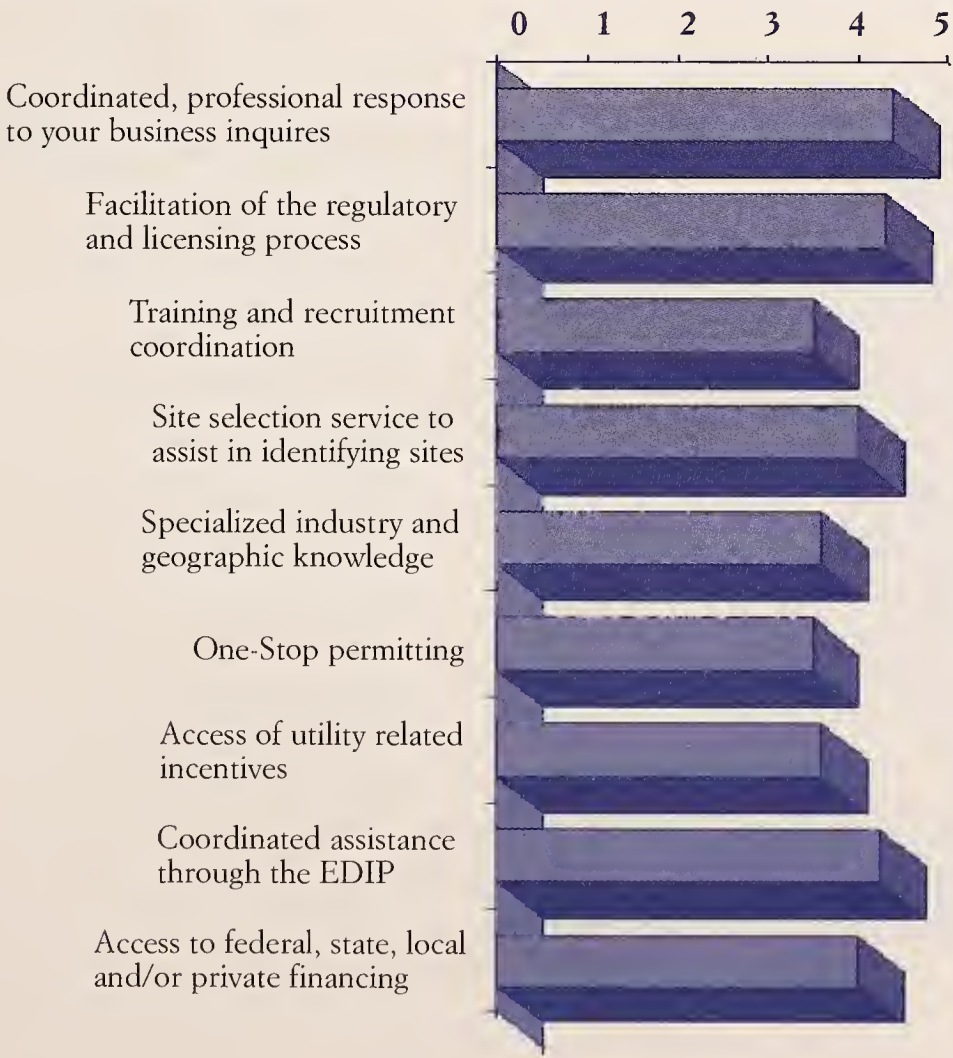
REASONS FOR CONTACTING MOBD

In fiscal year 1997, MOBD sent follow-up surveys to all companies who completed projects with MOBD assistance. The results we received are explained below. MOBD is contacted for many different reasons.



MOBD'S EFFECTIVENESS

MOBD's effectiveness was rated on a scale of 1 to 5, with 1 being not at all effective and 5 being extremely effective. MOBD scored high in all categories. ♦



*“Very efficient, very helpful. First contact got the job done.”*

*- Larry Cushing, Larry's Oil and Burner Service, Wilmington*

The following six pages contain brief narratives of selected companies with whom MOBD worked during Fiscal Year 1997.

**Acushnet Rubber Company:** New Bedford. After the introduction of several new products rubber manufacturer finds it necessary to expand operations.

**Bloch/New England:** Worcester. Textile manufacturer expands operations and relocates to a larger facility.

**Cummings Center:** Beverly. Abandoned manufacturing facility transformed into modern office and research park.

**Putnam Investments:** Andover. Financial management firm expands to meet the demands of its evergrowing market.

**Reebok International, Ltd.:** Canton. World famous athletic shoe maker seeks location for new state-of-the-art world headquarters.

**Wilderness Mold Company:** Northampton. Plastic mold manufacturer needs funding for major expansion project.

*“We appreciate  
what you are  
doing to focus  
on the  
importance of  
business in  
Mass. Keep up  
the good work!”*

*- Margery Morehardt,  
Techni-Products,  
East Longmeadow*



**F**ounded in 1910, the Acushnet Rubber Co. is one of New Bedford's largest manufacturers, employing approximately 900. The company designs and manufactures precision rubber and elastomeric products for a variety of markets, including the automotive, recreational, office, and safety industries. Some of its products are windshield wiper blades, seals and gaskets, golf club grips and photocopier and laser printer parts. Customers include General Motors, IBM and Kodak. Once allied with Titleist as the Acushnet Co., the Rubber Division was broken away by American Brands in 1994 and purchased by members of the management group. Since that time, successful new products and expanded employment have increased both sales and profits.

The Massachusetts Office of Business Development (MOBD) was contacted by Acushnet Rubber in the summer of 1996 to discuss a number of new programs under development which would lead to a significant expansion in New Bedford:

Power Brake Diaphragms - The company expects sales in 1997 to grow to approximately \$4 million in this area as they have been developing, testing, and gaining approval at General Motors/Delphi for this product.

Windshield Wiper Blades - The company would be expanding their operations in this area to include slicing, assembly, and packaging of a complete wiper blade with metal frames. Additionally, a patented proprietary windshield wiper blade is being developed to solve inherent problems associated with existing designs.

Golf Grips - Additional warehouse space would also be necessary for a new contract which could lead to \$5 million in sales.

In conjunction with the New Bedford Corporation, the city's economic development agency, MOBD assisted in obtaining Certified Project status for the company under the Economic Development Incentive Program (EDIP). As a Certified Project, the company was able to take advantage of a 5% Investment Tax Credit on their state income tax liability and a local municipal real estate tax incentive. In this case, a Tax Increment Financing (TIF) agreement was approved for 20 years.

The city of New Bedford agreed to expedite its local permitting process, and will collaborate with Acushnet Rubber in the identification of new employees. MOBD's introduction to the Office of Technical Assistance (OTA) within the Executive Office of Environmental Affairs also continues to save the company time and money in terms of permitting.

In addition, MOBD was instrumental in securing a \$50,000 Tactical Training Initiative (TTI) grant through the Division of Employment and Training. This grant will be used toward the training and upgrading of skills of Acushnet Rubber's work force.

With the assistance of the state's "one-stop-shopping" center for business and the city of New Bedford, Acushnet Rubber was able to create 100 new jobs while retaining its entire work force. The company hopes to bring an additional 100 employees on this year. The company's \$1.5 million investment in New Bedford is good news for the entire southeast region. The Massachusetts Office of Business Development hopes to continue to work with Acushnet Rubber to assist future economic development opportunities. ♦





**B**ased in Worcester for 110 years, Bloch/New England is a family-owned manufacturer of textiles sold under license from Turtle Wax. The company first contacted MOBD in the summer of 1995 seeking to expand its operations and relocate to a larger facility.

In keeping with close-knit family tradition, the Bloch's wished to keep their business—and its 114 employees—in the Worcester area. It was also essential that the new site be located on an easily accessible bus route since the majority of the factory workers at Bloch/New England relied on public transportation.

MOBD, in coordination with the Worcester Area Chamber of Commerce, the Worcester City Manager's Office of Programs and Community Development, and the City's Chief Development Officer, conducted a site search through the Massachusetts Alliance for Economic Development (MAED). The search turned up an abandoned manufacturing facility at 53 Northboro Street which satisfied Bloch/New England's size and location requirements as well as its public transportation needs.

MOBD assisted the company in becoming a Certified Project under the Economic Development Incentive Program (EDIP). However, several issues needed to be resolved before the certification.

The owner of the Northboro Street site owed approximately \$250,000 in back taxes. Working closely with Worcester officials, MOBD helped negotiate a deal whereby the city forgave all interest and penalties in exchange for confirmation that the project would move forward.

Further complicating the relocation was a group of concerned neighbors opposed to virtually any occupancy of the new facility. They threatened to block the move by lobbying against the Certified Project designation and petitioning for certain city traffic ordinances which would essentially exclude most uses for the Northboro Street site. MOBD, along with the Chamber of Commerce and the City of Worcester,

quickly organized a citizens meeting where the concerns of the neighborhood group were addressed.

Finally, the City of Worcester had concerns about the soon-to-be vacated Sherman Street facility. They worried that Bloch/New England's old building might become abandoned after the move, and city officials did not want to swap one abandoned building for another. MOBD staff met with the city and ultimately convinced them that the Sherman Street site was readily marketable. They were soon approached by Rome Building Supply, a local distribution company also seeking to expand and relocate in the Worcester area under the Route 146 project. With MOBD's assistance, Rome Building Supply negotiated a deal with the seller to purchase Bloch/New England's old facility.

As a result of the Certified Project designation, Bloch/New England received a nine-year Tax Increment Financing (TIF) Agreement which facilitated a successful relocation to their newly purchased 98,000 square foot manufacturing facility.

Thanks to an additional \$2.1 million in private investment, the move to Northboro Street will result in 114 jobs retained and approximately 45 new jobs created. Bloch/New England will also continue to offer meaningful employment to dozens of people with special needs thanks to the company's efforts on behalf of several Worcester County Sheltered Workshops including Alternatives Unlimited, Center of Hope, Mercy Center, and the Worcester O.T.C. ♦

SINCE 1886

**BLOCH**  
**NEW ENGLAND**

In 1903, the largest reinforced concrete structure in the world was located in Beverly, Massachusetts. The United Shoe Machinery Building was designed to manufacture over 100 types of machines used to stitch, staple, and glue shoe leather. Generations of families were employed by the United Shoe Company which at one time made close to eighty percent of the shoe manufacturing machines in the world.

With the break-up of the company in an anti-trust case years ago, the 1.3 million square foot factory had fallen into general disrepair. It was not until April 1996 that Cummings Properties, a well-known local real estate developer and property owner, stepped in to purchase the site and transform it into a modern office and research park. At that time, the facility was approximately 10% occupied with many thriving small businesses.

MOBD contacted Cummings Properties directly to introduce our services and the incentives available at the state level. Through the Economic Development Incentive Program, Cummings Properties will receive a 10 year Tax Increment Financing Agreement as well as a 10% Abandoned Building Tax Deduction which will contribute significantly in allowing for the redevelopment of this massive site. In turn, the company will invest \$13.5 million in the revitalization of the old factory that includes \$1 million for environmental remediation.

The new "Cummings Center" hopes to employ more than 4,000 in a few short years. With two new tenants already, Orion Research and Collagenesis, they are well on their way to establishing themselves as one of the most desirable business locations on the North Shore.

As a direct result of this new activity, MOBD's Northeast Business Center conducted a business assistance seminar in May of 1997 for the many small businesses currently located at the facility, as well as for any new and prospective tenants. MOBD invited a number of quasi-public agencies, local banks and representatives of the community to participate in what proved to be a very informative event. ♦

### CROSS POINT

The redevelopment of the Wang Towers in Lowell into the new "Cross Point" is another fine example of a New England community aggressively developing an abandoned building complex. Many of these buildings are usually of much better quality than anything being built today; however, it is difficult for communities to envision the benefits of investing in these ancient facilities when they have experienced their deterioration firsthand.

The owners of Cross Point have been renovating their facility and aggressively marketing their site for multi-tenant use. The complex is fast approaching 100% leased or committed thanks to a unique partnership between the state and the city of Lowell. In addition to qualifying as its own Economic Opportunity Area through the Economic Development Incentive Program, the Cross Point project received \$4 million of federal Community Development Block Grant money from the city of Lowell. This public investment allowed the new owners to commit \$10 million in renovations and to proceed with a proposal to locate a cinema as well as several restaurants to the site.

MOBD will continue to promote this type of private development by lending its services and the state's many business development incentives to anyone seeking to transform aging structures into state-of-the-art business locations. ♦



**P**utnam Investments is one of the nation's oldest and largest money management firms with more than \$200 billion in assets under management for 500 institutional clients and more than 8.5 million individual investors. Putnam employs over 5,000 people worldwide and continues to grow rapidly. The company was founded in Boston in 1937, and now has offices in Quincy and Franklin, Massachusetts, as well as Tokyo and London. Recently, the company opened another facility in Andover, Massachusetts.

MOBD learned in early 1996 that Putnam Investments was looking to expand in an effort to meet the demands of its evergrowing market. The company's desire was to locate its new facility in an area where the community was diverse and open to business expansion. Initially, Putnam expressed interest in both Massachusetts and in nearby Rhode Island. MOBD acted swiftly in an effort to convince Putnam Investments that Massachusetts was the perfect place for its expansion.

Through an in-depth site search, conducted by MOBD, an abandoned building was located in

Andover within close proximity to Interstate 495. The town of Andover quickly showed interest in having the vacant building occupied as they realized the economic impact a large business like Putnam could evoke.

MOBD also conveyed to Putnam the direct benefits of doing business here in the Commonwealth. Tax Increment Financing (TIF) was one clear advantage. TIF would allow Putnam Investments to establish an up front agreement with the town of Andover allowing Putnam to receive a moderate tax exemption for the re-use of a large piece of abandoned property.

MOBD offered job training assistance to Putnam if it chose to expand at the Andover facility. The assistance would provide access to programs designed to ensure a properly skilled workforce. Utility incentive programs were also offered to the company to assist in upgrading computer capacity for the future.

Putnam Investments moved forward with its expansion plans in Andover, Massachusetts. The building was renovated and the surrounding roadways were expanded to assist the flow of new traffic due to the 1900 new jobs which were created. Throughout the entire expansion process there remained a close working relationship between MOBD, state officials, Andover officials and the residents of the surrounding community. ♦



*The new service center for Putnam Investments opened in Andover in December 1996.*

**R**eebok is a leading designer, marketer and distributor of sports, fitness and casual footwear, apparel and equipment. In 1996, sales reached approximately \$3.5 billion while employment totaled more than 6,000 worldwide. One of Reebok's subsidiaries is the Rockport Company, which is a growing maker of dress, casual and sports shoes and headquartered in Massachusetts.

MOBD's involvement with Reebok goes back to August 1994 when the company expressed interest in establishing a new, state-of-the-art world headquarters and research & development campus in Massachusetts. MOBD assisted in a thorough site search for the company which resulted in several options. After an extensive search to find the most appropriate location, Reebok chose a 42-acre parcel off of Route 128 in Canton.

The Town of Canton, anxious to assist in the recruitment of a FORTUNE 500 company, soon engaged in discussions about the project and the various applications and agreements to be sorted through. With property taxes being a key factor in Reebok's cost analysis, MOBD quickly introduced the various incentives offered through the Economic Development Incentive Program (EDIP).

As a "Certified Project" under the EDIP, Reebok will receive a 20-year Tax Increment Financing Agreement through the Town of Canton, which will ultimately contribute to the improvements of the site, as well as the construction of approximately 500,000 square feet of new facilities. The company will also be able to take advantage of a 5% Investment Tax Credit as part of its "Certified Project" status allowing for significant benefits from their \$40 million investment.

Neighborhood residents, although excited about the prospect of the Reebok expansion, were concerned about the future impact of traffic on safety in their community. MOBD responded by coordinating the efforts of the Massachusetts Highway Department, Metropolitan District Commission and the Massachusetts Environmental Protection Agency to

support both Canton and Reebok in the construction of roadway improvements, which would alleviate potential traffic congestion and improve the flow of service to the site. The Massachusetts Highway Department has committed to funding this multi-million dollar re-design and construction project for all of the roads and intersections to accommodate the additional traffic that the project is sure to generate.

Reebok's presence in Canton will likely create enormous benefits for the community and the surrounding region. The company has an established reputation as a generous corporate citizen and neighbor and has already demonstrated this through a major donation to the Canton School System. Reebok has also pledged to take advantage of local vendors and suppliers, especially during the construction phase, and will follow preferential hiring guidelines for qualified local workers.

Reebok will maintain its current base of 1,400 employees in Massachusetts and will add over 100 full-time positions as a direct result of the new campus facility. ♦





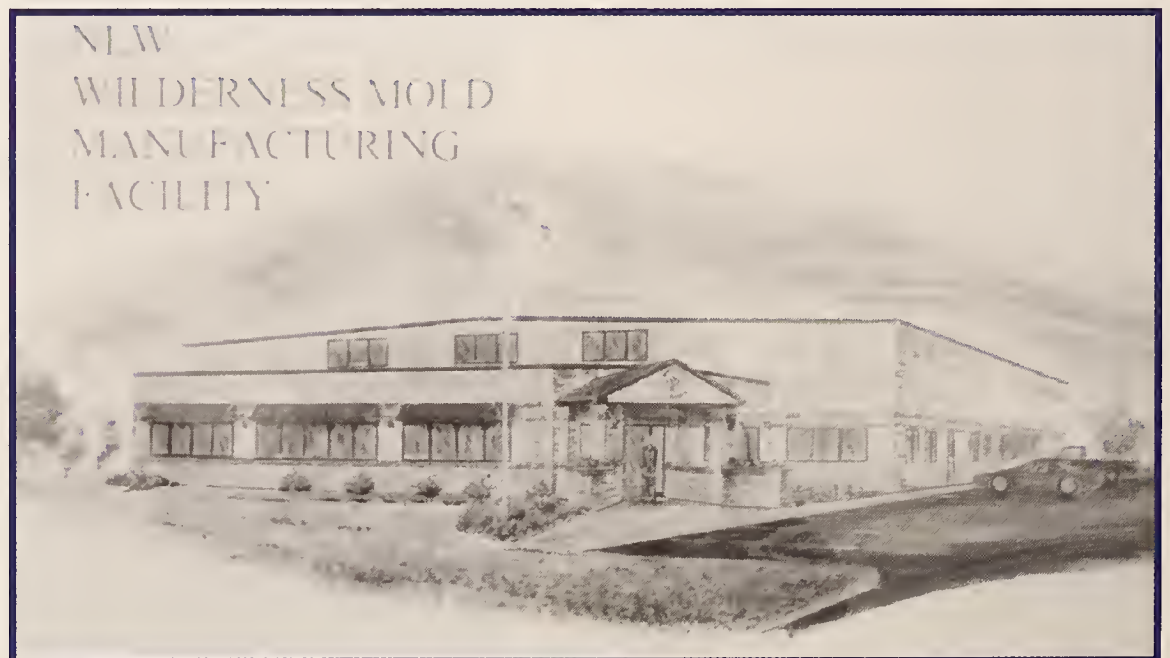
**W**ilderness Mold is a manufacturer of plastic molds, which are used to create medical devices, cellular telephones, components for cameras, and other products. The company's client base is primarily composed of FORTUNE 500 companies such as, Siemens, Reebok and Parker Hanifin. Current annual sales for Wilderness Mold are approximately \$4.2 million.

Wilderness Mold was founded in 1974 in Northampton, Massachusetts. In 1978, the company moved into a 6,000 square foot building, also in Northampton, as a result of increased growth. It was early in 1997 that MOBD learned of the company's interest in expanding even further. The company was too crowded at their facility to be able to keep up with the market demand. The proposed expansion came as a direct result of a growing customer base which required larger quantities of product in a more immediate timeframe.

Wilderness Mold made an informed decision to build a new facility in Hatfield. In an effort to spur community revitalization through business development and job

creation, MOBD worked closely with MassDevelopment to arrange for a \$2 million Tax Exempt Industrial Bond to be used for the construction of the new 18,000 square foot facility. On June 13, 1997, Wilderness Mold broke ground at their new manufacturing site with 20 new, full-time jobs.

MOBD was helpful in the success of this project in terms of quickly identifying the most appropriate resource. ♦







**N**ow in its third full year of implementation, the Massachusetts Economic Development Incentive Program (EDIP) has rapidly become one of the most successful and attractive economic development tools in the Commonwealth. The EDIP is designed to stimulate job creation in distressed areas, encourage existing businesses to grow and expand, attract new business ventures to Massachusetts, and increase the overall economic development readiness of municipalities throughout the Commonwealth.

As of June 30, 1997, 142 communities had embarked on an economic development planning process, spearheaded by the use of the EDIP. These communities have established economic development goals and priorities, and collaborated with neighboring communities, the state, and the private sector to make Massachusetts a more competitive and attractive place in which to do business.

The EDIP represents a working relationship between businesses, municipalities, and the Commonwealth. Qualifying businesses negotiate a local real estate tax agreement (Tax Increment Financing or a Special Tax Assessment) with participating municipalities. Upon receipt of both local and state approval, these businesses are then eligible to access a 5% Economic Opportunity Area Credit, which operates as an enhanced Investment Tax Credit for certain expendi-

tures associated with the proposed project. In addition, targeted capital funding may be made available in the form of Public Works funds for Economic Development (PWED) and Community Development Action Grants (CDAG) for participating municipalities.

The Economic Assistance Coordinating Council (EACC), an eleven-member public-private council established to administer the EDIP, is charged with the review and approval of applications submitted for designation of Economic Target Areas, Economic Opportunity Areas, Certified Projects, and "exceptional opportunities for economic development".

#### FISCAL YEAR 1997 PROJECT HIGHLIGHTS

This year, the EDIP was instrumental in the net creation of 11,082 new, permanent full-time jobs and initiated \$1.2 billion in private investment, while retaining approximately 13,250 jobs in the Commonwealth. Since January of 1994, a total of 17,209 new, permanent full-time jobs have been created, 29,684 jobs have been retained, and over \$2 billion in private investment has been made throughout the state of Massachusetts.

*"This fiscal year, the EDIP surpassed the \$2 billion in investment mark. This is a true milestone for both the program and the State."*

*- Sean Calnan  
Director,  
EDIP*

**ECONOMIC TARGET AREAS**

An Economic Target Area (ETA) is three or more contiguous census tracts in one or more municipalities which meets at least one of seven statutory criteria of economic need or distress. By statute, there can be a maximum of 34 ETAs. In Fiscal Year 1997, the EDIP experienced rapid developments in the area of regional approaches to economic development. Five of the existing ETAs opened their doors and allowed neighboring communities to participate in the program through an amendment process.

**ECONOMIC OPPORTUNITY AREAS**

An Economic Opportunity Area (EOA) is an area located wholly within the boundaries of an ETA, which, in the determination of the municipality, has particular needs for economic development. Without the EDIP incentives, these areas may not realize the potential for growth or revitalization. An EOA can be as small as one real estate parcel, or as large as an entire community. In Fiscal Year 1997, the EACC approved 62 EOAs. Businesses, whether or not designated as Certified Projects and who renovate an abandoned building within an EOA, are eligible for a 10% Abandoned Building Tax Deduction for costs incurred in renovating.

**CERTIFIED PROJECTS**

A Certified Project is a business which is expanding within or relocating to an EOA and is creating net, new, permanent full-time jobs in the Commonwealth. Certified Projects are designated and approved by the host municipality and ultimately by the EACC. In order to take advantage of the 5% Economic Opportunity Area Credit, municipalities must offer either Tax Increment Financing or a Special Tax Assessment to the Certified Project applicant. In Fiscal Year 1997, the EACC approved 93 Certified Projects in 48 communities.

**EXCEPTIONAL OPPORTUNITIES**

An "exceptional opportunity for economic development" has traditionally been reserved for businesses which are either relocating to Massachusetts, or expanding their existing operations within the Commonwealth and (1) adding at least 100 new permanent full-time jobs or (2) increasing their current workforce by at least 50%. This provision is primarily designed for large scale projects which will not be located within an EOA. The designation allows the municipality to offer Tax Increment Financing to qualified businesses. The EACC approved one "exceptional opportunity for economic development" in fiscal year 1997. ♦



The Industry Specialist Program provides key industry trade organizations and companies with a single point of contact within state government. The Program's objectives are to facilitate the growth of business, advise the Administration on policies and regulations affecting the particular industries, and develop programs responsive to the needs of the selected industries.

The Industry Specialist Program is designed to ensure the efficient identification and delivery of state services to firms through the cooperative relationships developed with the industry trade organizations. MOBD currently works with the Massachusetts Biotechnology Council, the Massachusetts Medical Device Council, the Massachusetts Telecommunications Council, the Massachusetts Software Council, the Massachusetts Interactive Media Council, the Environmental Business Council of New England, the Massachusetts Food Association, the Massachusetts Specialty Food Association, and the Massachusetts Aquaculture Association.

Due to the robust Massachusetts economy, much of the current efforts of the Industry Specialists during the past year have been aimed at recruitment and training assistance to provide the skilled employees required by each of the industries. The Industry Specialists help companies locate space, access capital, and take advantage of state and local tax incentives.

The Industry Specialists also help companies comply with state regulations, assure the timely delivery of permits, identify state-related issues affecting an industry's ability to grow, and make certain the Administration is advised about the impact of proposed legislation upon a participating industry.



#### **BUSINESS PLANNING STRATEGIES FOR HIGH GROWTH COMPANIES**

MOBD in cooperation with the Donahue Institute at the University of Massachusetts, the Massachusetts Small Business Development Centers, the Pioneer Valley Enterprise Program, Mass Ventures, and the Corporation for Business, Work and Learning, sponsored an innovative 15 week program titled "Business Planning Strategies for High Growth Companies."

The course was designed for existing businesses who are planning significant growth within the next 3-5 years. The program combines experienced business educators, networking opportunities with guest speakers, ongoing technical assistance, and a comprehensive textbook/workbook to help attendees develop a business plan and strategy for growth. ♦

*"This program is instrumental in providing two-way communications between an industry and state government"*

*- Joe Donovan  
Director,  
Industry  
Specialist  
Program*



*“Our state  
is well  
positioned to  
lead the way  
in the next  
industrial  
revolution.”*

*- Nancy Jackson  
Director of  
Manufacturing*

#### “MANUFACTURING MATTERS”

The Massachusetts Office of Business Development has produced a new, comprehensive guide to manufacturing in Massachusetts. *Manufacturing Matters* is the first guide of its kind to cover all aspects of manufacturing in the Commonwealth. The guide is intended to demonstrate the importance of the manufacturing sector as the cornerstone of the state's economy and as a resource for manufacturing specialty centers, programs, and services available. Elements of the guide include demographic and economic impact facts, how to become classified as a manufacturing corporation, business incentives specific to manufacturing corporations, and a complete resource guide to research, technical, and training centers for manufacturers and their employees.

#### MANUFACTURERS' WEEK

During the week of May 12-16, business leaders, workers, elected officials, and private citizens celebrated the Second Annual Massachusetts Manufacturers' Week. The week was proclaimed by former Governor Weld to be set aside to showcase the Commonwealth's manufacturing industries and to give them some well-deserved recognition. MOBD and the Massachusetts Manufacturing Partnership (MMP) were joined by the Associated Industries of Massachusetts (AIM), chambers of commerce, trade associations, cities and towns, and many manufacturing businesses to create and coordinate the many activities throughout the state. There were fifty company tours, forums on manufacturing issues, and educational and technical events.

Many events involved local schools and the families of workers. The kick-off event was held at South Station in Boston and included displays, interactive exhibits and the 1997 version of “The Assemblage of Products Manufactured in Massachusetts”, a 12-foot high by 30-foot wide wall, showcasing over 200 products made by Massachusetts manufacturers.

For the second year, Manufacturers' Week was successful in increasing the awareness of the contributions of manufacturing companies to our communities and the importance of the high-wage, high-skill jobs that advance residents of the state to a higher standard of living.

#### ASSISTANCE TO MANUFACTURERS

There are approximately 13,000 manufacturing companies in Massachusetts. These companies employ over 443,000 people, which is nearly one of every seven workers in the state. Manufacturers contribute over \$1 billion annually to the state's tax revenues. However, the vast majority of these manufacturers (87%) employ fewer than 50 people and over 60% employ fewer than 10 people. These smaller companies often lack the resources to access the new technologies and business assistance services available to them.





The Manufacturing Division at MOBD works directly with manufacturing companies seeking assistance to move into, expand, or remain in Massachusetts. MOBD works to coordinate other state and quasi-public agencies to integrate the numerous programs and incentives for manufacturers into a comprehensive package of technical, financial, regulatory, and training and workforce development assistance. MOBD also coordinates the delivery of those services to meet the needs of the diverse manufacturing base here in-state.

In Fiscal Year 1997, MOBD staff completed projects with 134 manufacturing companies on such issues as financing, permitting, site selection, incentive packages, and job placement and training assistance. These efforts resulted in the creation of 8,903 jobs and the retention of 10,931 jobs in the manufacturing sector.

## MASSACHUSETTS MANUFACTURING PARTNERSHIP

To help Massachusetts manufacturing companies increase their competitiveness and allow for access to new and larger domestic and international markets, the Commonwealth invests in a manufacturing extension service to encourage and facilitate technological and operational innovation in manufacturing:

The Massachusetts Manufacturing Partnership (MMP) is a public/private partnership between the Commonwealth, the U.S. Department of Commerce's National Institute of Standards and Technology (NIST), and the many manufacturers of Massachusetts.

Through five regional offices, the Partnership provides these companies with local access to a vast array of customized manufacturing technology and business services. MMP designs practical and cost-effective solutions to help companies increase quality, streamline processes, strengthen employee performance, and enhance products. The goal is to enable the company to work better, faster, cheaper, and cleaner.



During Fiscal Year 1997, MMP visited 1,312 companies and provided 798 of these manufacturers with quick solutions and 261 of these companies with 341 in-depth technical projects. During this same period, companies that have worked with the Partnership have realized the following bottom-line results:

### FISCAL YEAR 1997 RESULTS

Increase in Sales:	<b>\$6,870,000</b>
Cost Savings to Companies:	<b>\$775,599</b>
Company Investments in People, Processes, and Products:	<b><u>\$8,395,810</u></b>
Total Economic Impact:	<b><u><u>\$16,041,409</u></u></b>

In November 1996, the Massachusetts Manufacturing Partnership successfully completed its third year review with the National Institute of Standards and Technology (NIST) and was thereby committed to an additional three years of funding through NIST's Manufacturing Extension Program (MEP).

The three year review considered the following cumulative results:

Since its inception in 1994, MMP has visited with 3,587 manufacturers across the state and has conducted almost 2,300 informal engagements providing quick solutions to business and manufacturing issues. During this period, MMP completed over 1,240 technical assistance projects with 728 companies.

#### CUMULATIVE RESULTS (SEPTEMBER 1994 - JUNE 1997)

Increase in Sales:	\$19,214,800
Cost Savings to Companies:	\$2,059,586
Company Investment in People, Processes, and Products:	<u>\$21,746,384</u>
Total Economic Impact:	<u><u>\$42,746,384</u></u>

#### MANUFACTURING ASSISTANCE CENTER

Fiscal year 1997 also saw the opening of the Manufacturing Assistance center (MAC), an MMP initiative in Worcester. The MAC, a partnership of MMP and the Central Massachusetts Manufacturing Partnership (CMMP), assists manufacturers with fewer than 500 employees in managing changes to their technologies, processes and markets. These types of advancements can heighten a company's flexibility and ultimately boost their profitability. The MAC mission is to provide:

Access to applied education and training,

Customized project assistance and applied research, and;

Exhibition and demonstrations of state-of-the-art applications. ♦



Fiscal Year 1997 proved to be a very exciting year for MOBD's International Division. MOBD worked with many international firms interested in starting operations in Massachusetts. Companies were introduced to MOBD through several channels including the MOBD web site, agency marketing efforts, the Massachusetts Foreign Offices (China, England, Israel, Germany, Mexico, Singapore) administered by the Massachusetts Port Authority (MassPort), and the Massachusetts Office of International Trade & Investment (MOITI). Sixteen companies chose to make Massachusetts the home of their North American operations in Fiscal Year 1997 creating 77 new jobs in fields ranging from manufacturing and software, to textile design and data management.

#### FOREIGN DIRECT INVESTMENT

Foreign Direct Investment (FDI) in Fiscal Year 1997 to Massachusetts came from many parts of the globe including the United Kingdom, Germany, Israel and Canada. By combining efforts with MOITI and MassPort, MOBD was able to maximize FDI marketing efforts. Highlighting Governor Weld's Trade Mission to Israel and Ireland in March, MOBD hosted a Massachusetts investment event in Tel Aviv. Israeli companies learned first hand about doing business in Massachusetts. The event featured a videoconference linking Tel Aviv to Boston which allowed companies to speak directly with Massachusetts industry experts.

While in Dublin, MOBD hosted a "Doing Business in Massachusetts" breakfast in cooperation with the Dublin Chamber of Commerce. Guest speakers for the event included representatives from Iona Technologies, Fidelity Investments and MassPort.

#### ELECTRONIC TRADE MISSION

MOBD also worked as part of a multi-agency task force to organize and host the first Massachusetts Electronic Trade Mission. This event was held at the Exchange Conference Center in Boston and focused on emerging software companies from Ireland interested in forming strategic alliances with their Massachusetts counterparts.

Foreign Direct Investment in Massachusetts is essential to the economic well being of the state. Prospective foreign investors need assistance with many aspects of their business expansion plan. MOBD plays a crucial role in nurturing these new business relationships. Assistance is provided on both professional and personal levels to incoming firms. Site selection, tax information, employment regulations, work force development, community profiles, and real estate are all areas of concern for a new international firm. Once a company has decided to locate here, they are able to utilize MOBD's vast network of business assistance expertise to assure that their company is on track for entry into the North American marketplace. ♦



*Massachusetts companies attentively listen to presentations by Irish Software companies during the first Electronic Trade Mission.*

**D**uring Fiscal Year 1997, the efforts of the Marketing/Communications Unit continued to focus on positioning MOBD as an accessible, helpful, and important resource for all businesses. Great emphasis was also placed on marketing the state of Massachusetts as a healthy and nurturing environment where companies can succeed.

#### TRADE SHOW PARTICIPATION

MOBD attended 30 shows in Fiscal Year 1997. Participation in regional and industry-specific trade shows offered information on new programs and services, generating much interest among companies.

MOBD teamed up with the Technology Capital Network at the Massachusetts Institute of Technology (MIT) to co-sponsor three Venture Capital Forums this year. The Forums presented an opportunity for entrepreneurs to raise money to expand business, boost sales or move to the next level of production and development.

MOBD also hosted a trade show for over 200 Massachusetts small businesses and entrepreneurial companies, who have products not currently retailed in national distribution. The show was attended by QVC, the world's largest electronic retailer, who chose twenty companies to participate in a live broadcast where they will introduce their products to over 60 million viewers. With the assistance of QVC, many of these small businesses will be transformed into million dollar revenue winners.

#### DIRECT MAIL

Direct Mail has allowed MOBD to deliver a highly relevant message to our key customers. In Fiscal Year 1997, several versions of Direct Mail, including newsletters and other communications, were mailed to approximately 15,000 companies across the state. The direct mail campaign included a tailored message to 1,393 corporate contacts of out-of-state parent companies who have operations within Massachusetts. Our goal was to help these companies understand the full value of services and incentives available to them through MOBD for their subsidiaries.

#### PUBLIC RELATIONS

MOBD's Public Relations campaign was designed to demonstrate our pro-business attitude, facilitate leads for the regional Business Centers, and create opportunities to focus on MOBD "success stories." Four "Build A Better Business" breakfast seminars were held throughout the year in various regions of the state. These events provided opportunities for business people and local city and town officials to learn more about the incentives and programs available to them here in the Commonwealth. Presentations were made by the following companies: Nasoya Foods, Acushnet Rubber Company, New Balance and Technical & Logistical Consultants, Inc.

#### MEDIA

Due to a limited budget, MOBD was forced to keep a low profile in terms of print advertisement during Fiscal Year 1997. Strategic placements were made in publications which include Business West, The Boston Business Journal, and The Greater Boston Business Council.

#### SERVICE, SERVICE, SERVICE

Whether you are a small entrepreneur or a large corporation, one telephone call to MOBD will get you the hands-on, practical assistance that your company needs to succeed. Regional Business Centers fielded thousands of calls which were qualified and then forwarded to Project Managers for follow-up. Many of these callers received detailed literature on doing business in Massachusetts. Additionally, MOBD's 1-800 telephone line received 235 leads directly from companies looking for information on Massachusetts business incentives, while MOBD's Business Assistance Guide, which is available on the World Wide Web, generated 268 inquiries. ♦

**"MOBD  
continues to  
achieve high  
levels of  
targeted and  
personalized  
contact with  
businesses on  
every level."**

**- Brenda Doherty  
Manager,  
Marketing /  
Communications**



**M**OBD expanded its relationship with the minority-owned business community to become an active participant in the many policy discussions that affect the multi-tiered, small, especially minority and women-owned business community. In addition to its policy participation, MOBD launched several small business development programs with the dual objective of achieving more efficient and broader outreach to the targeted community and, exposing entrepreneurs and established business owners to a performance-based managerial training program.

#### ACHIEVING THE COMPETITIVE ADVANTAGE PROGRAM

The "Achieving the Competitive Advantage Program" is MOBD's performance-based managerial program. During a ten-week period, MOBD exposed forty-two program participants to topics that included; The Fundamentals of Strategic Planning, Financial Management Techniques, Human Resource Management and Development, and The Use of Computer-Based Technologies to Facilitate Greater Operational Efficiencies. The program monitored the participants' progress through a series of self-evaluation tools. These self-evaluation tools captured revenue and profitability data, along with other business indicators.

#### DEVELOPMENT TRAINING

MOBD's statewide training initiatives included a ten-week managerial development program and three seminars. The seminar topics included the following areas: Developing Small Business Financing Strategies, with particular emphasis on leveraging funds available through MOBD's quasi-public financing partners, Managing the Family-Owned Business, and Managing Cashflow in the Current Economic Environment.

MOBD, in cooperation with local chambers of commerce and community development corporations, conducted these seminars in the Greater Boston region, Worcester, Springfield, New Bedford, the Lowell-Lawrence region and Pittsfield.

#### MECD GRANT PROGRAM

The Minority Economic and Community Development (MECD) Grant program continued to play a pivotal role in the agency's Fiscal Year 1997 activities. As in previous years, the Legislature appropriated \$495,000 to the MECD program. The program awarded the funds to proposed business development or related initiatives. The primary mission of the program is to spur economic development and job creation within the minority-owned business community. The program's matching funds criterion facilitated the leveraging of an additional \$2,099,669 making a total \$2,594,669 available for the program's stated purpose.

MECD awards were made on two bases: competitive scoring for new initiatives and a performance based system for prior year grant awardees. With maximum one hundred points available, the competitive scoring system created a framework for measuring the anticipated



Director of Economic Development, David A. Tibbetts presents Nuestra Comunidad with a check for \$105,000 as part of the MECD program.

*"This program helps Massachusetts' small businesses, especially those owned by minorities and women to profit from our expanding economy."*

*- Rachel V. Kemp  
Director of  
Business Services*

economic development impact of a proposed initiative. The performance based scoring system acted as a vehicle for continued financial support to successful prior year awardees without establishing a precedent for long-term financial commitments.

Competitive scoring grants ranging from \$30,000 to \$105,000 were made to five non-profit community-based groups. The fiscal year 1997 awardees were: Nuestra Comunidad (Boston), Cambridge Business Development Center (Cambridge), Jewish Vocational Services (Boston), Women's Institute for Housing and Economic Development (Boston) and the Latino Health Institute (Boston).

Performance based grants ranging from \$13,000 to \$35,000 were made to three organizations: Martin Luther King, Jr. Business Empowerment Center (Worcester), Center for Women & Enterprise (Boston), and the Child Care Resource Center (Cambridge).

An MECD program highlight was the Martin Luther King, Jr. Business Empowerment Center's ("Empowerment Center") activities. During Fiscal Year 1996, the Empowerment Center began to gather the resources needed to create the first incubator to be located in an urban area in Massachusetts. The incubator, which became the Business Entrepreneurial and Training Institute, Inc. ("BETI, Inc"), also became the first to focus on service and light manufacturing opportunities. As an economic development project, BETI, Inc. demonstrated how MECD program funds could be leveraged into a commercial project with the ability to create sustainable growth within a regional economy.

BETI, Inc.'s project cost totals \$840,000. MECD grant monies totaling \$109,000 facilitated the participation of a five-bank syndication consisting of Flagship Bank, BankBoston, Worcester Savings, and two other banks. A small gap in the project's collateralization does exist. However, completion of this project is believed to be imminent.

During Fiscal Year 1997, MOBD continued to introduce minority-owned companies to the resources available through the agency's auspices. Minority-owned companies considering expansion of their current operations and increases in workforce were introduced to the Economic Development Incentive Program (EDIP). Minority-owned companies looking for working and expansion capital were encouraged to investigate the potential of the Massachusetts Capital Access Program. MOBD introduced these and other business development resources to bridge the gap between the statewide minority-owned business community and the larger business community, ultimately making all businesses equal partners in Massachusetts' economy. ♦



A team approach to economic development in Massachusetts has allowed businesses to take advantage of our many resources, both public and private, resulting in increased job creation and retention. MOBD constantly works closely with the following agencies and groups drawing on each one's specialized strengths to present the best of the Commonwealth to businesses.



**MASSDEVELOPMENT**  
MASSACHUSETTS DEVELOPMENT FINANCE AGENCY

Central to MOBD's strategy for supporting businesses is its ability to bring economic development opportunities together with suitable financing sources. The Massachusetts Development Finance Agency (MassDevelopment) has proven to be one of MOBD's most active partners in the financing of economic development projects in Massachusetts. Over the last two years, MassDevelopment has provided or used its resources to leverage over \$1 billion dollars in financing to 270 projects in 119 different Massachusetts communities.

In October of 1996, the San Francisco-based parent company of Basic American Frozen Foods announced plans to shut down its Brockton manufacturing facility. Working in close communication with the office of the Mayor and MOBD's Southeast Business Center, MassDevelopment assembled a financing package for a prospective buyer that included a \$1.37 million loan from the Agency and a \$2.83 million loan from the Rockland Trust Company. In combination with state and local tax incentives made available through the Economic Development Incentive Program, the package assembled by the Commonwealth was able to lure the Maryland food manufacturer, Fairfield Farms Kitchens, to the city of Brockton. Today, there are 110 workers employed at Fairfield Farms Kitchens and it is anticipated that an additional 50 workers will be hired in the early part of 1998.



Since its creation in 1953, the Massachusetts Business Development Corporation (MassBusiness) has been recognized locally and nationally as a leader and innovator in small and middle market business lending. More recently, MassBusiness has emerged as a strong resource for community-based, inner-city project financing. From the Berkshires to Cape Cod, MassBusiness has provided financial assistance with loans, guarantees and financial services to businesses of every type and description.

A group of highly qualified environmental engineers, previously employed by a large, well-known environmental concern, approached a commercial bank to fund their start-up with an unsecured working capital line of credit. Although the bank was impressed with the principals, the niche they had identified, and their potential contracts, it determined that this loan was not possible without some credit enhancement. After consultation with MOBD, MassBusiness provided a fast and simple Capital Access Program guaranty, and the business was granted the full \$150,000.

*"MOBD's success is due in part to the partnerships we have forged with the state's various other economic development resources."*

*- John R. Regan  
Executive  
Director, MOBD*



### **Massachusetts Alliance for Economic Development**

**T**he Massachusetts Alliance for Economic Development is a private, non-profit corporation dedicated to retaining and fostering economic growth in the Commonwealth. Launched in 1993 by a partnership of the state's util-

ity companies, real estate trade associations, and the public sector, the Alliance provides customized information services to companies seeking to expand or relocate within Massachusetts. Its services include the statewide Site Finder Service, backed-up by a database of over 2500 properties; the Information Resource Service, providing customized answers to a company's relocation questions; and the Massachusetts Industrial and Research Park Directory, a document profiling over 150 business parks across the state. Membership is open to all segments of the business community and has grown to include design construction companies, telecommunications firms, and other service providers.

In July 1995, a representative of CeCorr, a major manufacturer of paper products, contacted MAED to obtain information on available properties in Massachusetts to locate or construct a 140,000 square foot facility. By researching its database of available properties and tapping into its extensive network of real estate and municipal contacts, MAED identified 25 properties that were potential matches for CeCorr's needs. MAED organized tours of many of these sites, and accompanied MOBD and the Worcester Chamber of Commerce to discuss the benefits of specific properties. In November 1996, the company purchased a land parcel at the Devens Commerce Center and broke ground on its new facility. Recently completed, this manufacturing center will employ over 50 new workers.



### **Massachusetts Technology Development Corporation**

**I**n 1978 the Commonwealth enacted a law creating the Massachusetts Technology Development Corporation (MTDC), which was established to address the "capital gap" for start-up and expansion of early stage technology companies. From 1980 through June 30, 1996, MTDC's total cumulative investments were more than \$30 million in 79 com-

panies. The Corporation is self supporting based upon returns from previous investments. MTDC has closed \$5 million of its new investment program -- the Commonwealth Fund Investment Program -- aimed at helping the state's early-stage companies expand their business. The Program is being launched with an unusually diverse combination of resources: \$3 million from returns on MTDC's investments and \$1 million from each of the state's two largest banks, Fleet Bank and BankBoston.

While MTDC's Investment Program has been its most visible activity, the Management Assistance Program has been quietly helping entrepreneurs to launch or expand their businesses. Through this program, MTDC's staff reviews initial business plans, provides counsel as to the most feasible ways of raising necessary capital from private and/or public sources, and assists companies in locating alternative sources of funding.

In February 1996, representatives of MTDC attended the Massachusetts Office of Business Development's Venture Capital Forum at MIT. It was there that they were first introduced to Rare Earth Medical, Inc. of Yarmouth. By July of 1997, MTDC had completed meeting with Rare Earth and decided to invest. MTDC and MOBD are working together to improve the Massachusetts economic environment.



## Massachusetts TECHNOLOGY Collaborative

ment for the formation, retention and expansion of technology-intensive enterprises in Massachusetts. The Collaborative concentrates on these innovation-based enterprises because they offer the greatest opportunity for long-term economic vitality and growth in productivity and jobs. Not limited to traditional high technology enterprises such as electronics, telecommunications and advanced materials, this high performance sector also includes industries that rely heavily on the application and utilization of technology, such as financial services and health care.

MOBD worked closely with MTC to plan and implement the Second Annual Innovation Conference: Navigating the Massachusetts Innovation System in April, 1997. The two-day conference brought together leaders of industry, government and academia in a forum that explored the state's innovation system and provided participants an opportunity to meet potential strategic partners. It also provided them examples of successful alliances and gave them access to experts in finance, law, technology transfer, markets and public policy. The conference included sessions on Innovation and the Capital Marketplace, and Collaborating to Compete, as well as, workshops on marketing strategies, innovation in the global economy and university-industry research support.



The Massachusetts Small Business Development Center (MSBDC) provides high quality counseling and training programs for small business. The MSBDC has established a highly effective partnership with the U.S. Small Business Administration, Massachusetts Office of Business Development, University of Massachusetts, Boston College, Clark University, and Salem State College. The

MSBDC is hosted by 42 different Chambers of Commerce and many of its training programs are underwritten with thousands of hours of training and counseling being donated by the private sector.

In Fiscal Year 1997, 34,000 hours of counseling services were provided in an effort to assist each client develop a better understanding of how to run and operate their business. All counseling services are designed to empower the business owner on how to control these issues for themselves and become an educated consumer of private sector services.

Five regional centers, coordinating their activities with MOBD's Regional Business Centers and other partners, stretch out across the Commonwealth to insure that counseling and training are readily accessible to small businesses. Supporting the five regional centers are four specialty centers that provide a more in-depth level of service in the areas of Capital Formation, International Trade, Minority Business Development, and Business & Industry Data Center.



**CORPORATION  
FOR BUSINESS,  
WORK, AND LEARNING**

**T**he Corporation for Business, Work, and Learning (CBWL) is a new quasi-public organization formed by the merger of the Industrial Services Program and Bay State Skills Corporation. The organization has moved from being

a player in the workforce development system to the major training organization for the Commonwealth and a key component of the state's economic development efforts. Services include lending and consulting to small and medium-sized manufacturing companies, training and re-employment for dislocated workers, and career development and training for both the present and future workforce.

Springboard Technologies was formed in 1993 as a spin-off of Digital Equipment Corporation. A provider of more than 100 manufacturing jobs, the company emerged with a focus on providing warranty repair services for storage products and printed circuit board assemblies. At its inception, Springboard was awarded a multi-million dollar contract by a division of Digital to provide warranty repair services for a variety of Digital products. A subsequent sale of the Digital division resulted in a significant reduction in SpringBoard's business. The company needed working capital to help diversify the business and gain new customers. Anthony Dolphin, SpringBoard President and CEO, turned to MOBD for help. MOBD led SpringBoard to the Economic Stabilization Trust, a business service of CBWL. The Trust came through with a \$350,000 working capital loan payable over four years. SpringBoard was able to successfully diversify its customer base and is now operating profitably. ♦



## TOTAL JOBS CREATED/RETAINED THROUGH MOBD EFFORTS

First Quarter Fiscal Year 1997: 7/1/96 - 9/30/96

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
AFC Cable	50	170	New Bedford	Manufacturing
Alphatron	20	70	Haverhill	Electronic Assembly
ATI Research	35	25	Marlboro	R/D of PC Graphics
Cadence Design	10	30	Chelmsford	Software
Conigliaro Ind.	-	18	Framingham	Recycler
Design Pak	-	47	Marlboro	Manuf. & Design boxes & packaging
Fidelity	-	3,000	Marlboro	Financial Services
Fife Industrial Pipe	5	4	Littleton	Dist.-high density pipe system
Folio, Inc.	35	60	Worcester	Manuf. & Design Trade Show Exhibits
G & M Rossi Co.	9	8	Salem	Retailer, enviro. clean up
Greylock Federal Credit Union	36	37	Pittsfield	Credit union
Hull Forest Products	-	18	Sturbridge	Wood Products
Husky	36	-	Pittsfield	Plastics
Kathleen-Julie Fisheries	9	-	Gloucester	Fish Processing
LaDonna Restaurant	-	108	Mansfield	Restaurant
Linda Wood Designs	3	-	Woburn	Textile Design Studio
Mason & Hamlin Pianos	87	13	Haverhill	Manuf.-Piano
MDT	12	11	Westford	Manuf.-Microwave
Medical Scientists	5	-	Boston	Health Care
MVAK Technologies	-	10	Billerica	Manuf.-Pumps
Natural Micro Systems	403	102	Framingham	Telecommunications
Net Soft	-	5	Framingham	Software
Old Harbor Brewery	-	8	Hudson	Brewery
Phytron Inc./Franz Morat, Inc.	5	-	Waltham	Sales Distribution
Powers Pharmaceutical Corp.	40	188	Brockton	Manuf.-Pharmaceuticals
Prime Time Sports	2	6	Andover	Service
Putnam Investments	1,100	600	Andover	Financial Services
Satkin Mills	5	-	New Bedford	Manufacturing
Sension	11	-	Westford	Software
Techni-Products	10	-	E. Longmeadow	Metalworking
Telecom USA, Inc.	100	-	Lawrence	Manuf.-plastic flower pots
Trident Alloys	26	23	Springfield	Manuf./foundry
Venturi Aeration	12	3	Lowell	Environmental

Total 2,066 4,564

Total Companies: 33

**MOBD is a  
“Great  
Resource”**

**- Peter P. Novello  
Alphatron,  
Haverhill**

## TOTAL JOBS CREATED/RETAINED THROUGH MOBD EFFORTS

Second Quarter Fiscal Year 1997: 10/1/96 - 12/31/96

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
Acushnet Rubber	100	300	New Bedford	Manufacturing
Adrenaline Research •	-	-	Hudson	Manuf.-Plasma Inquisition sys
Alden Merrell	150	125	Newburyport	Manuf.-pastry
All Rise Bakery	31	2	Somerville	Manuf.-food
American Insulated Wire	-	400	Attleboro	Manuf.-electrical wire
Andy's of Greenfield	5	6	Greenfield	Manuf/retail wood products
Angy's Food Products, Inc.	8	32	Westfield	Manuf.-fine frozen pasta
Augment Design	10	40	Attleboro	Manuf.-electrical wire
Baker School Specialty	125	138	Montague	Manuf. & product design
Barry Koretz Assoc.	5	20	Brockton	Realty Trust
Beverly Commerce Park, Inc.	15	30	Beverly	Full-service property mgmt.
Bristol Millwork	5	15	Brockton	Realty Trust
Burnside Bldg./First Mass. Bank	27	-	Worcester	New branch bank operation
Cape Cod Coffee	14	7	Mashpee	Coffee roaster
Ceramtec N.A.	-	15	Mansfield	Manufacturing
Clean Rentals	25	20	New Bedford	Commercial Laundry
Community Resource Mgmt.	25	50	Lynn	Recycling center-non profit
CONOPCO, Inc.	62	70	Gloucester	Frozen food processing
Corporate Express of the East	57	185	Lawrence	Supplier-office products
Dascal & Associates	4	-	Newton	Strategic marketing
Delftree Corp.	11	16	North Adams	Agriculture
Dicer Corp.	7	3	Haverhill	Manuf.-machinery
Elliot Shipping	77	5	Gloucester	Shipping terminal
Environmental Research Corp.	50	-	E. Freetown	Environmental
Epichem	1	6	Haverhill	Manuf.-chemical
Essex Collection	2	16	Gloucester	Manuf.-pottery
Europatec Ltd.	2	-	Hudson	Computer hardware
Ewing Power Systems	13	12	Montague	Assembly/packaging turbine generator
Fei Theaters	2	19	Somerville	Entertainment
FL Castine, Inc.	5	25	Orange	Moving/storage
Folio Exhibits	15	49	Worcester	Manuf. & Designer trade show exhibits
Friendly Fruit, Inc.	5	145	New Bedford	Wholesale/Distributor
Genetics Institute	250	-	Andover	Biotechnology
Gorton's	65	70	Gloucester	Fish distributor
Hagen & Company	6	-	Marblehead	Industrial consulting
Heritage Museum Realty Trust	5	150	Salem	Owner/developer Museum Place Mall



Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
Houghton Mifflin Interactive	40	20	Somerville	Manufacturing
Hudson Creek	48	120	Hudson	Custom figurines
I-Kinetics •	-	-	Burlington	Software computer tech.
Ion Signature Technologies ✽	-	-	Concord	Environmental
John Kironwo Imports	1	2	Brockton	Realty Trust
Knapp Video	2	5	Somerville	Service
Le Baron Foundry	8	94	Brockton	Manuf.-Specialty
Liberty Systems	6	-	Springfield	Computer software & hardware
Manco, Inc.	4	2	Brockton	Auto Sales
Medical City	55	1,223	Worcester	Medical complex
Millimetrix, LLC •	-	-	Hadley	Manuf.-concealed weapons
Nasoya Foods, Inc.	175	77	Ayer	Manuf.-Soy products
Navionics, Inc.	50	15	Wareham	Software
New Elegant Foods	-	11	Brighton	Service-catering
NYNEX-operator assist. office	45	120	Greenfield	Communications operator assist.
NZ Applied Tech.	40	20	Woburn	Manuf.-electronic
Omni-Trol Indust.	-	25	Revere	Manufacturing
ORS Environmental System ✽	-	-	Marion	Environmental
Performance Corrugated, Inc.	50	-	Devens	Manuf.-Corrugated sheet
Proteon Packaging	3	6	Holden	Foam Packaging
Restaurant Depot	70	-	Chelsea	Distribution
Rochester Environmental Park	16	-	Rochester	Environmental
Rodney Hunt, Co.	6	202	Orange	Manufacturing
Russ Edelman	10	1	Burlington	Networking/engineering
Sea Watch International	100	55	New Bedford	Seafood producer
Solectron	200	-	Westboro	Manuf.-Electronic Sys.
Someday Cafe	3	14	Somerville	Food
Sophos PLC	5	-	Woburn	Software
Soundstone Entertainment	17	9	Somerville	Service
SPI •	-	-	Boston	Software Development
Stockbridge Plaster Crafts	6	6	Otis	Manuf.-plaster products
System Resources	20	80	Burlington	Software/engineering
Techmar Communications •	-	-	Canton	Sales & marketing support services
The Taylor Corp.	40	113	Milford	Manuf.-Paper Products
Trio Algarvio, Inc.	5	3	New Bedford	Seafood producer/aquaculture
University Windows	7	2	Lawrence	Manuf.-window
Valley Plating	30	64	Springfield	Metal Plating
Valley View Farm	2	22	Charlemont	Agro-tourism

*“Very, very  
helpful.  
Effective.  
Cooperative.  
Massachusetts  
is on the right  
road.”*

*- Harvey Goulet  
American  
Insulated Wire,  
Attleboro*

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
Woman's Body Shop	5	15	Barnstable	Physical Fitness Center
Xebec Multimedia Solutions	2	-	Belmont	CD-ROM corporate training
<b>Total</b>	<b>2,255</b>	<b>4,297</b>		<b>Total Companies: 76</b>



## TOTAL JOBS CREATED/RETAINED THROUGH MOBD EFFORTS

Third Quarter Fiscal Year 1997: 1/1/97 - 3/31/97

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
3Com	1,200	800	Marlboro	Electronics
Advance Manufacturing	10	176	Westfield	Manuf.-Machine Components
Aercor	10	13	Sterling	Manuf. - Specialty
AISYS	2	0	Burlington	Software
Alpha Auto Sales	-	7	Salem	Retail-Auto
Amerinex Applied Imaging, Inc. •	-	-	Amherst	Software Development
B.G. Peck	21	67	Lawrence	Manuf.-Metal
Barry Controls	30	325	Brighton	Manufacturing
Betacure Technologies	12	3	Andover	Electronics
CeCor	44	-	Devens	Manuf. - Specialty
Cirrus Recognition System, Inc. •	-	-	Reading	Production data mining co.
CIV Manufacturing	10	7	So. Hadley	Manufacturing
Clinical Instruments Inc.	6	11	Oxford	Electronic
Compugen	5	-	Woburn	Software/Hardware
Connoisseurs	30	50	Woburn	Manufacturing
Courion Corp. •	-	-	Natick	Software for call senders
Craig Systems	100	69	Amesbury	Manuf. - Specialty
Creative Seasoning, Inc.	5	20	Wakefield	Manuf.-Food
CrystalView, Inc. •	-	-	Burlington	Biotechnology
Cycle-Craft	30	30	Everett	Sales
Dallos & Co.	5	8	Lawrence	Apparel
Fairfield Farms	33	-	Brockton	Manuf.-Frozen Food
Frontier Vision	65	-	Pittsfield	Telecommunications
Hill Engineering, Inc.	5	7	Topsfield	Electronics
Hope of New England	-	10	Woburn	Non-Profit
HydroCision, Inc. •	-	-	Wilmington	Surgical Equipment
InterLynx Technology Corp. •	-	-	Boston	Computer Software
Manufacturer's Rubber and Supply	-	16	Merrimac	Manuf.-Plastics
Marlboro Recreation Ctr	3	12	Marlboro	Community Center
McNamara Fab	5	6	Worcester	Metal Fab
Mercer Paper Tube	15	34	Chicopee	Paper
Military Art China Co.	-	25	Westford	Specialty Printing
Name Plates for Industry	9	42	New Bedford	Manuf. - Specialty
One Exchange Place	20	-	Worcester	Restaurant & Office
OnoLogic Biopharmaceuticals •	-	-	Boston	Biopharmaceuticals
Plymtron Industries	10	20	Plymouth	Manufacturing

**MOBD**  
*“moved  
 quickly and  
 got the job  
 done.”*

*- Henry Wainer,  
 Friendly Fruit,  
 Inc.,  
 New Bedford*

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
Polyorganix, Inc.	50	50	Newburyport	Pharmaceuticals
Premium Outlet Mall	500	-	Wrentham	Retail
Questus Technologies, Inc.	30	-	Marblehead	Medical Equipment
Recycline, Inc.	-	3	Cambridge	Environmental
Rika Densi America	15	30	Attleboro	Manuf. - Specialty
Smart Solutions	3	-	Peabody	Data Management
Software Partners •	-	-	Topsfield	Computer Software
SolmeteX ®	-	-	Walpole	Environmental
Spectran	150	247	Sturbridge	Fiber Optic
Star Fisheries	50	15	Gloucester	Seafood Process
Swallow Information Systems	3	-	Salem	Software
System Software	21	11	Northfield	Computer Network
Techdyne	25	5	Milford	Electronic
The Genesis Group	3	-	Boston	Hi-tech Consulting
The Rextrude Co.	5	30	Brockton	Manuf. - plastic shoe welts/lacing
Thompson Paper Box	10	40	Lakeville	Manuf. - Specialty
U.S. Remodelers	-	30	Woburn	Service-Construct.
<b>Total</b>	<b>2,550</b>	<b>2,219</b>		<b>Total Companies: 53</b>



## TOTAL JOBS CREATED/RETAINED THROUGH MOBD EFFORTS

Fourth Quarter Fiscal Year 1997: 4/1/97 - 6/30/97

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
Accounts Receivable Management †	-	-	Westboro	Collection service
ADE	-	250	Westwood	Manufacturing
Advance Cell Technology •	-	-	Amherst	Cell therapies
AIM Engineering *	-	-	Amherst	Wireless Networking
Amazing Grace †	-	-	Boston	Travel liaison
American Engineered Component	5	167	Brighton	Manuf.-General
American Packaging Co.	14	10	Taunton	Manufacturing
Ariano Technologies ®	-	-	Cambridge	Environmental
Arwood Machine Co.	50	100	Newburyport	Machine Shop
AT&T	900	-	Fairhaven	Telecommunications
Ballantine & Co., Inc. •	-	-	Carlisle	Computer Applications
Battery Engineering	50	80	Canton	Manufacturing
Bay Networks, Inc.	-	-	Billerica	Manuf.-Software
Bayside Process	10	-	New Bedford	Seafood Processing
Bern Optic	2	4	Easthampton	Manuf.-Optic Lenses
Blackboard Technology Group *	-	-	Amherst	Computer Software
Boriken Import/Export, Inc. †	-	-	Jamacia Plain	Imports & Exports
Boston Courier Exp.	3	-	Boston	Services
Boston Ship Repair	-	80	Boston	Ship Repair
Boyajian Foods	5	-	Norwood	Service Food
Brockton Neighborhood Health	27	-	Brockton	Healthcare
Byron Studios †	-	-	Boston	Art Gallery
Carolyn Jones & Assoc. †	-	-	Cambridge	Human Resource consulting
Centro Las Americas †	-	-	Worcester	Business development
Chan Insurance Agency, Inc. †	-	-	Boston	Commercial & residential insurance
Chatham Associates, Inc. †	-	-	Boston	Temp. agency & bookkeeping
Chiron Diagnostic	100	-	Walpole	Medical/Biotech
Collagenesis	-	32	Beverly	Biotechnology
Court Square Data *	-	-	Springfield	Systems Integration
Cushing Oil	4	3	Wilmington	Service
Darling Interactive, Inc. *	-	-	Greenfield	Public Relations
Diamond Management †	-	-	Dorchester	Constable & notary public
DiLugi's Sausage	10	25	E. Boston	Manuf.-Food
Dr. Michael Achey	6	25	Taunton	Medical Center
Dunsirn Industries	70	70	Chicopee	Paper Converting

*“I found the  
office not only  
extremely  
attentive to  
our needs, but  
able to find  
creative  
solutions.”*

*- Eric Hudson  
Recycline  
Cambridge*

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
Dynaware	24	120	Haverhill	Manuf.-Telecom
E & R System Technik	3	10	Springfield	Woodworking Machinery
EcoSoftware	38	72	Lynn	Computer Software
Elegant Food, Inc. †	-	-	Brighton	Corporate catering
Erickson Materials	50	-	Woburn	Environmental
Eye on the Sparrow Productions †	-	-	Boston	Youth arts center
F. Nasiff Co.	10	25	Fall River	Wholesale Pro
FASK Corp. †	-	-	Boston	Laundry facilities
Fiberspar	10	-	Wareham	Manufacturing
First Choice Limousine †	-	-	Boston	Limousine service
Future Technology Corp. †	-	-	Boston	Internet & Web Page Development
General Dynamics	-	210	Pittsfield	Defense
Genesis Transportation Group, Inc. †	-	-	Quincy	Transportation Service
Global Design Engineering, Inc.	6	6	No. Andover	Service-Engineer
Good Harbor Fillet Co.	25	52	Gloucester	Seafood Process
Granger Nursing Home	10	40	Northboro	Healthcare
Help Services for the Elderly, Inc. †	-	-	Boston	Home care for elders
High Point Treatment Center	20	100	Plymouth	Healthcare
Imani Investments, Inc. †	-	-	Worcester	Mgmt. of Investment pools
Information System Group, Inc. ✱	-	-	W. Springfield	Systems Integration
InterACT ✱	-	-	Hadley	Video Telecommunications
IQF Custom Packaging	22	40	Fall River	Food Processing
JML Industries	-	32	Hudson	Manuf.-Heavy Equipment
Joseph's Pasta Co., Inc.	25	48	Haverhill	Manuf.-Food
Kelley Chunn & Associates †	-	-	Boston	PR & Marketing services
Kinetic Computer Corp. •	-	-	Billerica	Manuf.-Computer
Kurzweil Educational Systems •	-	-	Waltham	Reading System for the blind
Latino Health Institute †	-	-	Boston	Public health care
Leavens Awards Co.	-	40	Attleboro	Manufacturing
Leon Supply	4	21	Worcester	Restaurant Supply Co.
Leonische of America	30	63	Chicopee	Manuf.-Wire
Loughborough Sound Images Plc	12	-	Lexington	Telecommunications
Main Street Millwork	5	8	Greenfield	Wood Products
Malden Mills Industries, Inc.	785	1,716	Lawrence/Methuen	Manuf.-Textiles
Mantra Software Corp. •	-	-	Burlington	Data warehousing & mining
Marine Exchange †	-	-	Peabody	Marine supply house
Matco Electronics Group	180	68	Taunton	Electrical Assembly
Medical Equipment Specialists †	-	-	Shrewsbury	Medical Equipment



Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
Mehta Corp. •	-	-	Lowell	Software Services
MLK, Jr. Business Empowerment Ctr. †	-	-	Worcester	Business development
Morgan Construction	-	-	Worcester	Manuf.-Heavy Equipment
MPC, Inc.	-	50	Lowell	Manuf.-Comp Periph
N.E. Refrigeration Terminal	30	-	Taunton	Cold Storage
Naratoone Building Services, Inc. †	-	-	Boston	Building & Security Mgmt.
New Dimension Theatre	3	-	Attleboro	Entertainment
North Central Human	-	170	Gardner	Healthcare
Nova Sheen Flooring, Inc. †	-	-	Boston	Flooring
Novtex Corp.	70	39	Adams	Manufacturing
Old Deerfield Woodworking ✧	-	-	S. Deerfield	Manuf.-Furniture
Omni-Trol Industries, Inc. †	-	-	Revere	Water testing equipment
PC Logistics	10	8	Attleboro	Telecommunications
Phoenix Color Corp.	45	85	Taunton	Specialty Print
Physicians & Nurses Mfg.	-	8	Boston	Manuf.-Medical/software
PlanetAll	-	-	Cambridge	Web based service
Polar Corporation	25	365	Worcester	Manuf.-Soft Drink
Precise Technology	30	120	Holden	Manuf.-Plastics
PresMet, Inc.	25	300	Worcester	Powdered Metal Fabricator
Propel Plastech	6	15	Deerfield	Plastics Recycler
Rational Investors, Inc. •	-	-	Cambridge	Retirement Investor
Recall Services, Inc. •	-	-	Framingham	Medical Instrument Service
Reebok	150	1,400	Canton	HeadQuarters
Relocation Specialist Movers †	-	-	Boston	Relocation Services
Residential/Commercial Inspection †	-	-	Boston	Construction monitoring
Rozier Communications †	-	-	Worcester	Public relations
Seven Cycles	5	-	Topsfield	Manuf.-Special
Shanghai Printing †	-	-	Boston	Commercial Printing
Shiple Co.	40	550	Marlboro	Manuf.-Chemical
Sigman Associates	10	-	North Attleboro	Fast Food
Smart Growth, Inc. †	-	-	Cataumet	Consulting
Sonoco Products	200	-	Devens	Packaging
Spalding	100	-	Chicopee	Manuf.-Sports Products
Springboard Technology Corp	-	100	Springfield	Manuf.-Print boards
Squeaky Kleen & SK Assoc., Inc. †	-	-	Boston	Cleaning service
Stall & Dean Manufacturing Co.	10	18	Brockton	Manufacturing
Stonkus Engineering	2	4	Uxbridge	Manuf.-Water Hydraulics

Project / Company	Estimated Jobs Created	Estimated Jobs Retained	City / Town	Industry
StormTreat, Inc. *	-	-	Barnstable	Environmental
Successabilities, Inc. †	-	-	Worcester	Business development
Sun Microsystems	3,100	900	Burlington	Manuf.-Software
System Exterminating Contractors †	-	-	Boston	Extermination & Air quality systems
Telecom Solutions, Inc. †	-	-	Boston	Telecommunications
The Interior Design Group †	-	-	Saugus	Interior design
The Newton Group Draper Place	65	-	Hopedale	Healthcare
The Oyster Cabin	6	-	Uxbridge	Restaurant
Trexel, Inc.	20	20	Woburn	Manuf.-Plastics
Tricon Electric	10	4	Wakefield	Electrical Service
Tri-Sum Potato Chip Co.	6	38	Leominster	Manuf.-Snack Food
United Plastics	20	120	Leominster	Plastics/Housewares
US Building Technologies	-	-	Natick	Environmental
Veratec, Inc. *	4	70	Colrain	Cotton Bleachery
Veterans' Benefit Clearinghouse †	-	-	Boston	Property Mgmt. & development
Wilderness Tool & Mold	30	43	Hatfield	Precision Molding
WISH House †	-	-	Boston	Human service provider
Woods Hole Group	29	15	Falmouth	R & D
Wrentham Village Mall	850	-	Wrentham	Retail
Wright Cycles	7	-	Cambridge	Manufacturing
Your's Take Out †	-	-	Boston	Restaurant
Zen Associates	5	20	Sudbury	Service-Landscape
<b>Total</b>	<b>7,428</b>	<b>7,979</b>	<b>Total Companies: 132</b>	

- **Venture Capital Forum:** Forum held 3 times a year in cooperation with MIT and the University of Massachusetts to introduce startup companies to potential investors.

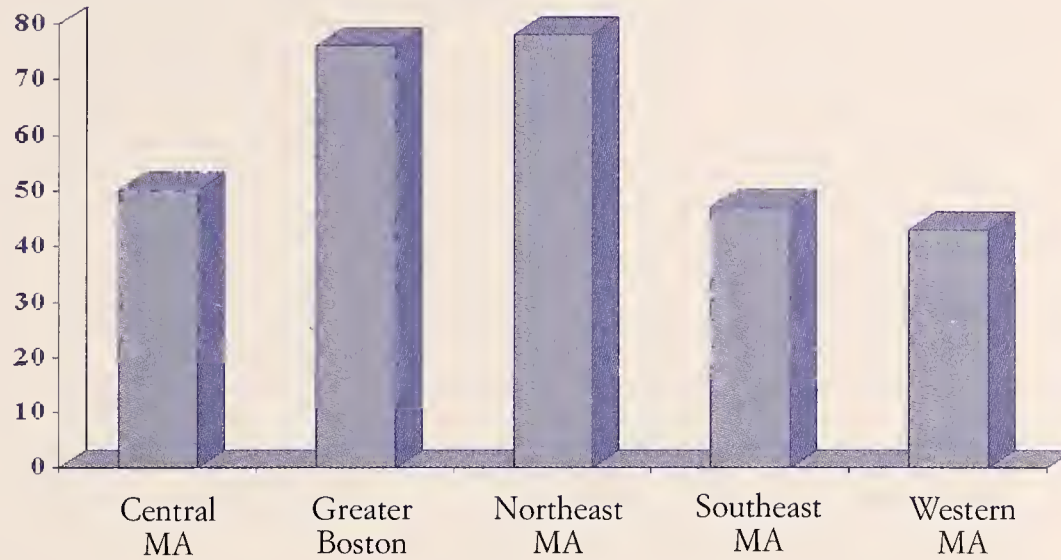
\* **STEP:** Strategic Envirotechnology Partnership. Program offering environmental and energy technology companies an integrated package of services to assist them in commercializing their innovative technologies.

† **Achieving the Competitive Advantage Program:** Performance-based managerial program exposing participants to various topics including strategic planning, financial management techniques, and the use of computer-based technologies.

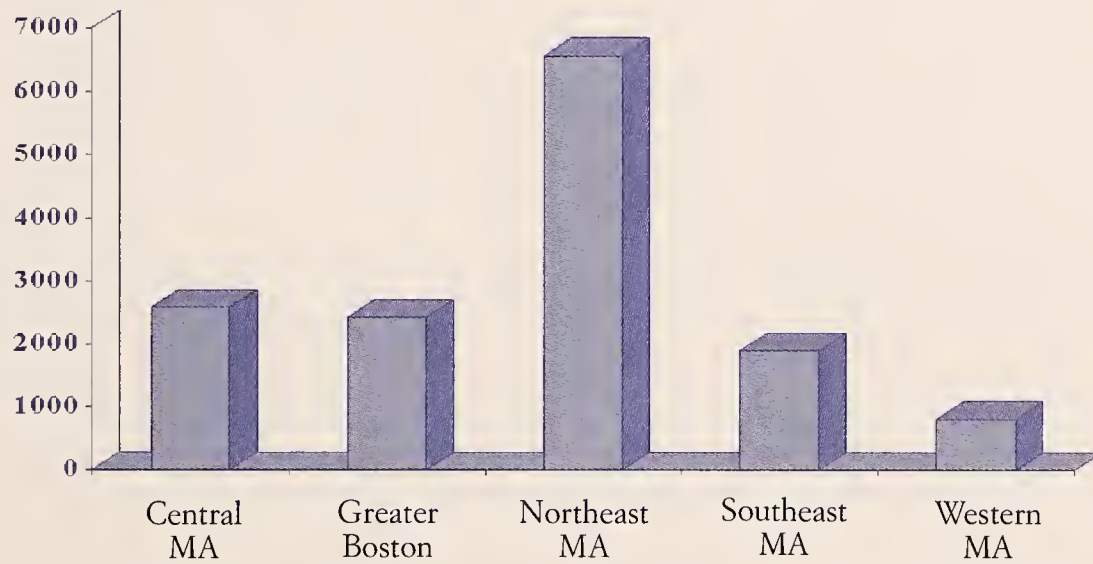
❖ **Business Planning Strategies Program:** Program assisting companies in developing the strategic plan necessary to manage their growth and expansion.



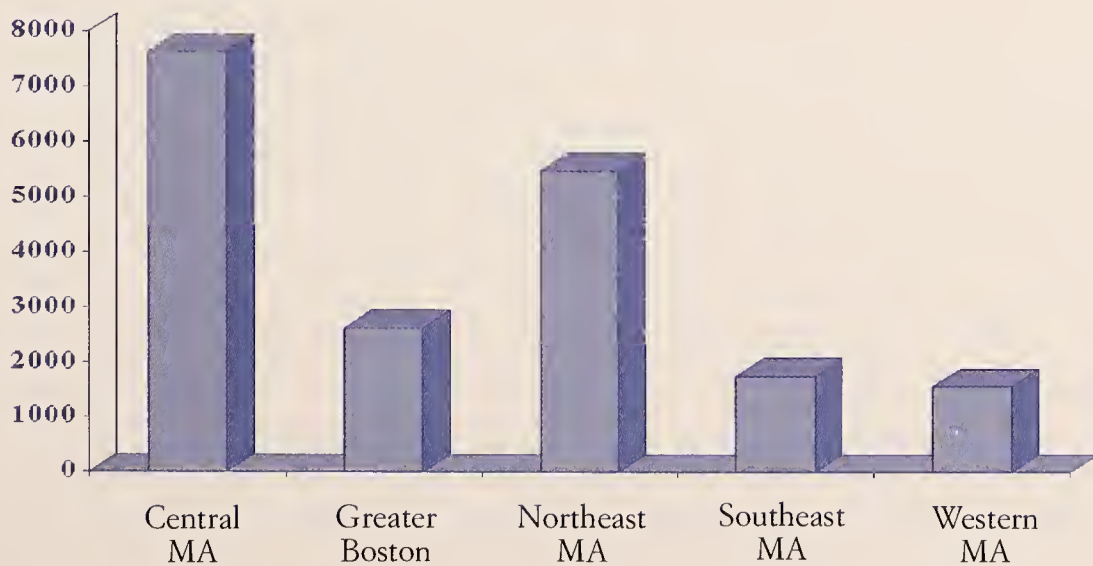
TOTAL NUMBER OF COMPANIES ASSISTED BY REGION



TOTAL JOBS CREATED THROUGH MOBD EFFORTS BY REGION



TOTAL JOBS RETAINED THROUGH MOBD EFFORTS BY REGION



The Massachusetts Office of Business Development would like to thank the following groups and companies for their assistance in the completion of this annual report.

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Massachusetts Alliance for Economic Development  
Massachusetts Technology Development Corporation  
Massachusetts Technology Collaborative  
Massachusetts Small Business Development Centers  
Corporation for Business, Work, and Learning

Cover photos provided by Massachusetts Office of Travel and Tourism, Kindra Clineff, photographer.



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